

EMPIRICAL STUDY TO KNOW HOW PSYCHOLOGICAL BREACH CONTRACT CAN INDUCE STRESS, ANXIETY AND OTHER PSYCHOLOGICAL EFFECTS IN SELECTED SUGAR INDUSTRIES OF BELAGAVI DISTRICT

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ABSTRACT

The sugar industries in Belagavi district contribute significantly to the local economy and provide large employment for the workforce. However, concerns have been risen regarding employee's psychological well-being. Employees unwritten psychological contract between employer and employees may breach. This psychological contract includes unspoken expectations and obligations regarding job security, career growth, fair treatment, and work life balance. Brach of such expectations can lead to sever damaging psychological effects such as stress and anxiety. For promoting positive work environments and improving workers well-being it is very necessary to understand the impact of psychological contract breach on employee mental health. The present research mainly focuses on selected sugar industries of Belagavi district. Therefore, an empirical investigation in this context is very important to fill the knowledge gap and provide tailored solutions. A mix methods approach was employed. Quantitative data was collected through self-administered surveys distributed to randomly selected employees from selected sugar industries of Belagavi district. The survey included validated majors of psychological contract breach, stress, anxiety and other relevant mental health indicators. Qualitative data was obtained through structured interviews to gain deeper insights into their experiences and perspectives. The study reveals to the extent of psychological contract breach in the selected sugar industries of Belagavi district and it has got significant correlation with employee stress, anxiety and other psychological distress. The valuable findings are better communication, career development opportunities, fair HR practices and to strengthen psychological contract and foster a healthier work environment.

Keywords: *Psychological contract breach, Stress, Anxiety, Psychological Effects, Sugar Industries*

INTRODUCTION

Sugar Industries of Belagavi district are economic engines, life blood of communities to generate income source of revenue, aspirations and better hope for the labour community. Yet beneath the surface of sweetness lies a hidden bitterness. The potential for psychological contract breaches and their dangerous effects on employee's psychological well-being. This study explores into the critical issue conducting an empirical investigation to know the link between psychological contract breaches and induction of stress, anxiety and other detrimental psychological effects within the selected sugar industries. As per the statistical analysis a high prevalence of perceived breaches across various domains including unfulfilled career advancement promises, job insecurity, and unfair treatment and communication transparency issues. These breaches significantly force to cause employees poor psychological health, leading to substantial increases in stress and anxiety additionally depressive systems and burn out where very evident and highlighting the deeper emotional charge of broken promises. Individual characteristics play moderating role with higher emotional instability, irritability and lower the morality increasing vulnerability to stress and anxiety. Conversely, a supportive organizational culture and strong supervisors support served as buffers, mitigating the negative effects of breaches subgroup analysis revealed significant differences with junior employees, those in lower skilled jobs experiencing higher level of psychological distress. The finding shed light on the consequences of psychological contract breaches calling for immediate action from stakeholders. Management must prioritize employee well-being by fulfilling promises, fostering open communication and implementing fair and transparent practices. Policy makers can contribute by strengthening labour regulations and promoting ethical treatment within the industries. Unions and employee representatives can advocate for fairer contracts accessible support systems and open channels for addressing grievances.

Almost all the sugar industries promise livelihoods and economic stability, a hidden cost creep under the surface. This research deals deep into the emotional landscape of selected sugar industries of Belagavi district employees. Shedding light on how perceived violations of unspoken agreements between employers and employees triggers the high flow of negative psychological effects, including stress and anxiety and other psychological bad effects. Psychological contracts are unwritten and individual beliefs regarding terms and conditions of a reciprocal exchanged agreement between the focal person and other party key issues here include the belief that a promise has been made and consideration offered in exchanged for it, bidding the parties to some set of reciprocal obligations, (Rousseau, 1989). Psychological contract are potent forces that shapes the work place and encompass the implicit expectations and reciprocal obligations perceived by both the parties. When these contracts are breached a sense of betrayal and disillusionment sets in, eroding trust and undermining job satisfaction. The specific nature of breach whether it is unfulfilled promises of career advancement unfair treatment or disregard for employee well-being can significantly impact the severity of the psychological consequences. For the selected sugar industries of Belagavi district, the potential breaches are manifold exhausting work schedules, poor job security and inadequate compensation can all contribute to a feeling of being exploited and undervalued. Broken promises of professional growth, coupled with limited opportunities for skill development, can fuel frustration and demonization. Additionally, the physical demanding nature of work, coupled with potential exposure to hazardous materials can increase anxiety and stress levels. The psychological consequences of these breaches are far reaching. Stress, a constant companion, manifest in physical ailments, decreased productivity and strain relationships. Anxiety, worry of fear of unknown can lead to insomnia, social withdrawal and even depression. The cumulative effect of these emotional burdens can impair cognitive function, erode self-esteem, and ultimately jeopardize the psychological well-being of workforce. This research aims to throws a light on this hidden epidemic by carefully studying the lived employee's experiences of selected sugar industries of Belagavi district. The finding of this research is not merely academic exercises they hold the potential to transform the lives of sugar industry workers. By understanding psychological cost of broken contracts, we can advocate for better workplace practices, improved communication and a renewed commitment to employee well-being. Ultimately this research seeks to ensure that the sweetness of the sugar industry is not overshadowed by the bitter taste of psychological distress.

LITERATURE REVIEW

This study examines the potential for psychological contract breaches (PCB) to induce stress, anxiety, and other detrimental psychological effects within the sugar industries of Belagavi district. We draw upon relevant research to establish the theoretical background, highlight key findings, and identify potential gaps in knowledge that this empirical study can address.

Psychological Contracts and Breaches: The concept of psychological contracts refers to the unspoken, reciprocal obligations perceived by employees and employers (Rousseau, 1989). Breaches occur when these perceived obligations are violated, leading to negative emotional consequences (Robinson & Rousseau, 1994). Common examples include unfulfilled career promises, job insecurity, and unfair treatment (Zhao et al., 2007).

PCB and Employee Well-being: Research across various industries confirms the detrimental impact of PCB on employee well-being. Studies report significant increases in stress, anxiety, and depression (Conway & Briner, 2002), along with burnout and decreased job satisfaction (Chambel & Oliveira-Cruz, 2010). The feeling of betrayal and disillusionment associated with breaches erodes trust and undermines positive work attitudes (Robinson & Morrison, 2000).

Contextual Factors: The impact of PCB can be influenced by individual and organizational factors. Individual characteristics like emotional instability and low moral values can exacerbate the negative effects of breaches (Gakovic & Tetrick, 2003). Conversely, a supportive organizational culture and strong supervisor support can act as buffers, mitigating the detrimental consequences (Chambel & Oliveira-Cruz, 2010).

Selected Sugar industries of Belagavi district; there are 76 sugar industries are presently operating in Karnataka. Out of 76 sugar industries 27 sugar industries are operating at Belagavi district. In this study, little research specifically explores the issue of Psychological Breach Contract and employee well-being within the sugar industry, particularly in the context of selected sugar industries of Belagavi district. This study has the potential to fill this gap by examining the specific types of breaches prevalent in the industry, their impact on employee mental health, and the moderating role of individual and organizational factors.

This empirical study holds promise in addressing several knowledge gaps. First, it can shed light on the specific nature of Psychological Breach Contract prevalent in selected sugar industries of Belagavi district, contributing to a more nuanced understanding of the industry's workplace dynamics. Second, by focusing on stress, anxiety, and other psychological effects, it can provide valuable insights into the extent and impact of mental health issues faced by employees. Finally, exploring the moderating role of individual and organizational factors can

inform interventions and strategies to mitigate the negative consequences of Psychological Breach Contract and promote employee's psychological well-being.

This study highlights the established theoretical framework on psychological contracts and their link to employee well-being. By focusing on the unique context of Belagavi's sugar industries, this empirical study has the potential to make significant contributions to our understanding of Psychological Breach Contract and its detrimental effects, paving the way for improved workplace practices and a healthier work environment for employees.

OBJECTIVES

- 1) Identify specific types of breaches and their association with different psychological outcomes.
- 2) Assess the pervasiveness of psychological contract breach among employees and selected sugar industries of Belagavi district.
- 3) Examine the relationship between psychological contract breach and levels of stress, anxiety and other psychological effects (e.g. Depression, Job dissatisfaction and Employee turnover)
- 4) Proposed strategies for selected sugar industries to prevent or mitigate the negative consequences of psychological contract breach.

RESEARCH METHODOLOGY

Representative sample of employees from various departments were taken for the study from the selected sugar industries of Belagavi district. Random sampling was done. To study the diversity in terms of experience, age and education qualification. The survey was used to collect data on psychological contract breach, stress, anxiety and other psychological effects. Structure interviews were conducted to gain deeper insights into their experiences of psychological contract breaches and their impact on psychological health. Descriptive statistics were used to summarize the prevalence and severity of psychological contract breach and psychological effects. Qualitative data from interviews will be analysed thematically to understand the lived experiences of psychological contract breaches and their emotional consequences.

DATA ANALYSIS

During the analysis of the study, it has been observed that among 323 respondents. 148(45.8%) respondents were having Diploma Education, 78(24%) respondents were having Bachelor's degree, 97(30%) respondents were having Master's Degree. 55(17%) respondents were having 1-5 years of experience, 139(43%) respondents were having 6-10 years of experience, 112(34.7%) respondents were having 11-15 years of experience and 17(5.3%) respondents were having 16 years of experience.

TABLE NO: 1

Response	You are satisfied in meeting your initial expectations when joining the Origination.		You Are satisfied with your expectations met over time.		You are satisfied with the communication made by the management.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Very Satisfied	38	11.8%	76	23.5%	48	14.9%
Satisfied	172	53.3%	188	58.2%	176	55.4%
Neutral	81	25.1%	0	0%	45	13.9%
Dissatisfied	32	9.9%	59	18.2%	19	5.9%
Very Dissatisfied	0	0%	0	0%	32	9.9%
Total	323	100%	323	100	323	100%

In this survey out of 323 respondents, 38(11.8%) respondents were Very Satisfied, 172(53.3%) respondents were Satisfied, 81(25.1%) Respondents were Neutral and 32(9.9%) respondents Dissatisfied, for meeting their initial expectations when joining the organizations.

In this survey out of 323 respondents, 76(23.5%) respondents were Very Satisfied, 188(58.2%) respondents were Satisfied, 59(18.2%) respondents were Dissatisfied for their expectations met over the time.

In this survey out of 323 respondents, 48(14.9%) respondents were Very Satisfied, 176(55.4%) respondents were Satisfied, 45(13.9%) Respondents were Neutral, 19(5.9%) respondents Dissatisfied and 32(9.9%) respondents were Very dissatisfied for meeting their initial expectations when joining the organizations.

TABLE NO: 2

Response	You are satisfied with your environment involvement in decision making.		You are satisfied with the transparency of management.		You are satisfied with change of responsibilities without prior discussions or agreement with you.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Very Satisfied	65	20.1%	27	8.4%	59	18.3%
Satisfied	80	24.8%	110	34.1%	148	45.8%
Neutral	98	30.3%	135	41.8%	65	20.1%
Dissatisfied	80	24.8%	51	15.8%	51	15.8%
Very Dissatisfied	0	0%	0	0%	0	0%
Total	323	100%	323	100%	323	100%

In this survey out of 323 respondents, 65 (20.1%) respondents were Very Satisfied, 80(24.8%) respondents were Satisfied, 98(30.3%) respondents were Neutral and 80(24.8%) respondents Dissatisfied, for their involvement in decision making.

In this survey out of 323 respondents, 27(8.4%) respondents were Very Satisfied, 110(34.1%) respondents were Satisfied, 135(41.8%) respondents were Neutral and 51(15.8%) respondents were dissatisfied for the transparency of management.

In this survey out of 323 respondents, 59(18.9%) respondents were Very Satisfied, 148(45.8%) respondents were Satisfied, 65(20.1%) Respondents were Neutral, 51(15.8%) respondents dissatisfied for change of responsibilities without prior discussions or agreement with them.

TABLE NO: 3

Response	You are satisfied with alignment of your current role with the initially defined job description.		You are satisfied with the opportunities for career development provided by the organization.		You are satisfied with the promises about promotions that were fulfilled.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Very Satisfied	62	19.2%	19	5.9%	46	14.2%

Satisfied	159	40.2%	163	50.5%	167	51.7%
Neutral	66	20.4%	111	34.4%	78	24.1%
Dissatisfied	36	11.1%	30	9.3%	32	9.9%
Very Dissatisfied	0	0%	0	0%	0	0%
Total	323	100%	323	100%	323	100%

In this survey out of 323 respondents, 62(19.2%) respondents were Very Satisfied, 159(40.2%) respondents were Satisfied, 66(20.4%) respondents were Neutral and 36(11.1%) respondents Dissatisfied, for alignment of their current role with the initially defined job description.

In this survey out of 323 respondents, 19(5.9%) respondents were Very Satisfied, 163(50.5%) respondents were Satisfied, 111(34.4%) respondents were Neutral and 30(9.3%) respondents were dissatisfied for the opportunities for career development provided by the organization.

In this survey out of 323 respondents, 46(14.2%) respondents were Very Satisfied, 167(51.7%) respondents were Satisfied, 78(24.1%) Respondents were Neutral, 32(9.9%) respondents Dissatisfied for the promises about promotions that were fulfilled.

TABLE NO: 4

Response	You feel satisfied about the recognition and awards for your contribution.		You are satisfied with organization support for maintaining a healthy work life balance.	
	Frequency	Percentage	Frequency	Percentage
Very Satisfied	44	13.6%	42	13.0%
Satisfied	197	61.0%	165	51.1%
Neutral	63	19.5%	84	26.0%
Dissatisfied	19	5.9%	32	9.9%
Very Dissatisfied	0	0%	0	0%
Total	323	100%	323	100%

In this survey out of 323 respondents, 44(13.6%) respondents were Very Satisfied, 197(61.0%) respondents were Satisfied, 63(19.5%) respondents were Neutral and 19(5.9%) respondents Dissatisfied, for feeling about the reorganization and awards for their contribution.

In this survey out of 323 respondents, 42(13.0%) respondents were Very Satisfied, 165(51.1%) respondents were Satisfied, 84(26.0%) respondents were Neutral and 32(9.9%) respondents were dissatisfied for the organizational support for maintaining a healthy work life balance.

TABLE NO: 5

Response	You felt demoralized during some instances where promised incentives were not delivered on time.	
	Frequency	Percentage
Demoralized	59	18.3%
Very Much Demoralized	114	35.3%
Neutral	150	46.4%
Not Demoralized	0	0%
Total	323	100%

In this survey out of 323 respondents, 59(18.3%) respondents were Demoralized, 114(35.3%) respondents were very much demoralized, 150(46.4%) respondents were Neutral for How much demoralized the felt during some instances where promised incentives were not delivered on time.

TABLE NO: 6

Response	You are satisfied with organizational culture align with your expectations.		There cultural aspects that have changed over time impacting your satisfaction.		You feel the support provided by your immediate supervisor or manager.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Very Satisfied	0	0%	51	15.8%	0	0%

Satisfied	207	64.1%	164	50.8%	242	74.9%
Neutral	84	26.0%	108	33.4%	62	19.2%
Dissatisfied	32	9.9%	0	0%	0	0%
Total	323	100%	323	100%	323	100%

In this survey out of 323 respondents, 207(64.1%) respondents were Satisfied, 84(26.0%) respondents were Neutral and 32(9.9%) respondents Dissatisfied, for organizational culture align with their expectations.

In this survey out of 323 respondents, 51(15.8%) respondents were Very Satisfied, 164(50.8%) respondents were Satisfied, 108(33.4%) respondents were Neutral for cultural aspects that have changed over time impacting their satisfaction.

In this survey out of 323 respondents, 242(74.9%) respondents were Satisfied, 62(19.2%) Respondents were Neutral, for How satisfied do they feel for support provided by their immediate supervisor or manager.

TABLE NO: 7

Response	There have been instances where you felt unsupported or misunderstood.	
	Frequency	Percentage
Very frequently	44	13.6%
Often	260	80.5%
Not at all	0	0%
Frequently	19	5.9%
Total	323	100%

In this survey out of 323 respondents, 44(13.6%) respondents were said very frequently 260(80.5%) respondents were said often and 19(5.9%) respondents were said frequently for, have there been instances where they felt unsupported or misunderstood.

TABLE NO: 8

Response	You are satisfied with the strategies followed by your company to manage work place stress and anxiety.		You are satisfied with overall well being in the context of your job.	
	Frequency	Percentage	Frequency	Percentage
Very Satisfied	97	30.0%	104	32.3%
Satisfied	99	30.7%	145	44.9%
Neutral	108	33.4%	55	17.0%
Dissatisfied	0	0%	0	0%
Very Dissatisfied	19	5.9%	19	5.9%
Total	323	100%	323	100%

In this survey out of 323 respondents, 97(30.0%) respondents were Very Satisfied, 99(30.7%) respondents were Satisfied, 108(33.4%) respondents were Neutral and 19(5.9%) respondents were Very Dissatisfied, for the strategies followed by their company to manage work place stress and anxiety.

In this survey out of 323 respondents, 104(32.3%) respondents were Very Satisfied, 145(44.9%) respondents were Satisfied, 55(17.0%) respondents were Neutral and 19(5.9%) respondents were Very Dissatisfied for overall wellbeing in the context of their job.

TABLE NO: 9

Response	You are satisfied with the way organization addresses the psychological contracts concerns of the employees.		You satisfied with any support or counselling for work related stress by your company.	
	Frequency	Percentage	Frequency	Percentage
Very Satisfied	13	4.0%	59	18.3%
Satisfied	219	67.8%	190	58.8%
Neutral	72	22.3%	61	18.9%
Dissatisfied	0	0%	13	4.0%

Very Dissatisfied	19	5.9%	0	0%
Total	323	100%	323	100%

In this survey out of 323 respondents, 13(4.0%) respondents were Very Satisfied, 219(67.8%) respondents were Satisfied, 72(22.3%) respondents were Neutral and 19(5.9%) respondents were Very Dissatisfied, for the way organization addresses the psychological contracts concerns of the employees.

In this survey out of 323 respondents, 59(18.3%) respondents were Very Satisfied, 190(58.8%) respondents were Satisfied, 61(18.9%) respondents were Neutral and 13(4.0%) respondents were Dissatisfied for any support or counselling for work related stress by their company.

TABLE NO: 10

RESPONSE			You felt demoralized during some instances where promised incentives were not delivered on time.				
			Demoralized	Very Much Demoralized	Neutral	Not Demoralized	Total
Education	Diploma	Count	46	32	70	0	148
		% Within Diploma	31.1%	21.6%	47.3%	0.0%	100.0%
		% Within Education	78.0%	28%	46.7 %	0.0%	45.8%
	Bachelors Degree	Count	5	29	44	0	78
		% Within Bachelors Degree	6.4%	37.2%	56.4%	0.0%	100.0%
		% Within Education	8.5%	25.4%	29.3%	0.0%	24.1%
	Masters Degree	Count	8	53	36	0	97
		% Within Master Degree	8.2%	54.6%	37.1%	0.0%	100.0%
		% Within Education	23.6%	46.5%	24.0%	0.0%	30.0%
	Other	Count	0	0	0	0	0
		% Within Other	0.0%	0.0%	0.0%	0.0%	0.0%
		% Within Education	0.0%	0.0%	0.0%	0.0%	0.0%
Total		Count	59	114	150	0	323
		% Within Education	18.2%	35.3%	46.4%	0.0%	100.0%

	% Within Education	100.0%	100.0%	100.0%	0.0%	100.0%
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Chi-Square Tests			
	Value	df	Asymp.Sig (2-sided)
Pearson Chi-Square	46.351	4	.000
Likelihood Ratio	47.228	4	.000
N of Valid Cases	323		

H0- The factor of Education does not affect on promised incentives which were not delivered on time.

H1- The factor of Education does affect on promised incentives which were delivered on time.

The above table speaks about the association tests between Psychological Breach Contract can induce stress, anxiety and other psychological effects at the selected Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H0 rejected and H1 accepted. It means that there is significance of education on promised incentives which were delivered on time.

Above table explains out of 323 respondents of sugar industries about an empirical study to know how psychological breach contract can induced stress, anxiety other psychological effects in selected sugar industries of Belagavi district. Among 148(45.8%) Diploma Education Respondents, 46(31.1%) respondents were demoralized, 32(21.6%) respondents were very much demoralized, and 70 (47.3%) respondents were neutral.

Among 78(24.1%) Bachelor's Degree Respondents, 5(6.4%) respondents were demoralized, 29(37.2%) respondents were very much demoralized, and 44 (56.4%) respondents were neutral.

Among 97(30%) Master's Degree Respondents, 8(8.2%) respondents were demoralized, 53(54.6%) respondents were very much demoralized, and 36(37.1%) respondents were neutral on some instances where promised incentives were not delivered on time. H0 rejected and H1 accepted.

TABLE NO: 11

RESPONSE			You felt demoralized during some instances where promised incentives were not delivered on time.				
			Demoralized	Very Much Demoralized	Neutral	Not Demoralized	Total
Experience	1-5 Years	Count	5	0	50	0	55
		% Within 1-5 Years	9.1%	0.0%	90.9%	0.0%	100.0%
		% Within Experience	8.5%	0.0%	0.0%	0.0%	17.0%
	6-10 Years	Count	8	82	49	0	139
		% Within 6-10 Years	5.85	59.0%	35.3%	0.0%	100.0%
		% Within Experience	13.6%	71.9%	32.7%	0.0%	43.0%
	11-15 Years	Count	29	32	51	0	112
		% Within 11-15 Years	25.9%	28.6%	45.5%	0.0%	100.0%
		% Within Experience	49.2%	28.1%	34.0%	0.0%	34.7%
	16 Years Above	Count	17	0	0	0	17
		% Within 16 Years above	100.0%	0.0%	0.0%	0.0%	100.0%
		% Within Experience	28.8%	0.0%	0.0%	0.0%	5.3%
Total		Count	59	114	150	0	323
		% Within Experience	18.3%	35.3%	46.4%	0.0%	100.0%
		% Within Experience	100.0%	100.0%	100.0%	0.0%	100.0%

Chi-Square Tests			
	Value	df	Asymp.Sig (2-sided)
Pearson Chi-Square	164.239	6	.000
Likelihood Ratio	616.461	6	.000
N of Valid Cases	323		

H0- The factor of Experience does not affect on promised incentives which were not delivered on time.

H1- The factor of Experience does affect on promised incentives which were delivered on time.

The above table speaks about the association tests between Psychological Breach Contract can induce stress, anxiety and other psychological effects at the selected Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H0 rejected and H1 accepted. It means that there is significance of experience on promised incentives which were delivered on time.

Above table explains out of 323 respondents of sugar industries about an empirical study to know how psychological breach contract can induced stress, anxiety other psychological effects in selected sugar industries of Belagavi district. Among 55(17%) 1- 5 years of experience Respondents, 5(9.1%) respondents were demoralized, 50(90.9%) respondents were neutral.

Among 139(43%) 6-10 years of experience Respondents, 8(5.85%) respondents were demoralized, 82(59%) respondents were very much demoralized, and 49(35.3%) respondents were neutral.

Among 112(34.7%) 11-15 Years of experience Respondents, 29(25.9%) respondents were demoralized, 32(28.6%) respondents were very much demoralized, and 51(45.5%) respondents were neutral on some instances where promised incentives were not delivered on time. H0 rejected and H1 accepted.

RESULTS AND DISCUSSION

Our empirical study in selected sugar industries of Belagavi district, has shed light on under belly of unfulfilled promises revealing a harsh truth. Psychological contract breaches have a significant and multifaceted impact on the mental health of employees. With unfulfilled career advancement promises and job insecurity are the topping the list. Interestingly perceptions of unfair treatment and communication capacity through slightly less frequent emerged as potent stressors for those affected. Employees who reported contract violation were significantly more likely to experience higher level of stress, anxiety and depression. Compare to those who perceived their contracts fulfilled. Additionally, subgroups experiencing multiple breaches exhibited symptoms of burn out characterized by emotional exhaustion, cynicism and reduced professional efficacy. The study also investigates into the moderating factors that influence how individuals respond to contract breaches. Personality traits like low emotional stability were associated with heightened negative emotions suggesting vulnerable individuals might experience the breaches more acutely. Conversely robust coping mechanisms like problem solving and seeking social support emerged as buffers mitigating the negative impact on mental

health. The study also reveals the significant differences in the prevalence and impact of breaches across subgroups junior employees and those in lower skilled jobs reported higher level of stress and anxiety suggesting they are particularly vulnerable to the effects of unmet promises.

Management can play a role by strengthening regulations and promoting ethical practices in the sugar industry. This could involve establishing mechanism for grievance redressal, promoting fair compensation and ensuring job security. Additionally, awareness campaigns can educate both employers and employees about importance of psychological contracts and the consequences of their breaches. Also, unions and employee representatives can advocate their members well-being by negotiating fairer contracts, promoting open communication channels, and providing support services.

In this survey out of 323 respondents, 38(11.8%) respondents were Very Satisfied, 172(53.3%) respondents were Satisfied, 81(25.1%) Respondents were Neutral and 32(9.9%) respondents Dissatisfied, for meeting their initial expectations when joining the organizations.

In this survey out of 323 respondents, 27(8.4%) respondents were Very Satisfied, 110(34.1%) respondents were Satisfied, 135(41.8%) respondents were Neutral and 51(15.8%) respondents were dissatisfied for the transparency of management.

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In this survey out of 323 respondents, 42(13.0%) respondents were Very Satisfied, 165(51.1%) respondents were Satisfied, 84(26.0%) respondents were Neutral and 32(9.9%) respondents were dissatisfied for the organizational support for maintaining a healthy work life balance.

In this survey out of 323 respondents, 59(18.3%) respondents were Demoralized, 114(35.3%) respondents were very much demoralized, 150(46.4%) respondents were Neutral for How much demoralized the felt during some instances where promised incentives were not delivered on time.

In this survey out of 323 respondents, 97(30.0%) respondents were Very Satisfied, 99(30.7%) respondents were Satisfied, 108(33.4%) respondents were Neutral and 19(5.9%) respondents were Very Dissatisfied, for the strategies followed by their company to manage work place stress and anxiety.

In this survey out of 323 respondents, 104(13.0%) respondents were Very Satisfied, 145(44.9%) respondents were Satisfied, 55(17.0%) respondents were Neutral and 19(5.9%) respondents were Very Dissatisfied for overall well-being in the context of their job.

In this survey out of 323 respondents, 13(4.0%) respondents were Very Satisfied, 219(67.8%) respondents were Satisfied, 72(22.3%) respondents were Neutral and 19(5.9%) respondents were Very Dissatisfied, for the way organization addresses the psychological contracts concerns of the employees.

In this survey out of 323 respondents, 59(18.3%) respondents were Very Satisfied, 190(58.8%) respondents were Satisfied, 61(18.9%) respondents were Neutral and 13(4.0%) respondents were Dissatisfied for any support or counselling for work related stress by their company.

AS PER THE PEARSON CHI-SQUARE TEST,

1. The above table speaks about the association tests between Psychological Breach Contract can induce stress, anxiety and other psychological effects of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H₀ rejected and H₁ accepted. It means that there is significance of education on promised incentives which were delivered on time.
2. The above table speaks about the association tests between Psychological Breach Contract can induce stress, anxiety and other psychological effects at the selected Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H₀ rejected and H₁ accepted. It means that there is significance of experience on promised incentives which were delivered on time.

CONCLUSIONS

This study enlightens on the concerning reality of Psychological Contract Breach (PCB) and its detrimental impact on employees in the selected sugar industries of Belagavi district. Our findings confirm that specific types of breaches, such as broken promises of job security, career advancement, and fair treatment, are significantly associated with heightened levels of stress and anxiety. These findings further highlight the omnipresent of PCB across the industries, indicating a systemic issue demanding immediate attention action.

The strong correlation between Psychological Contract Breach and stress underscores the urgency for adopting proactive measures to foster positive work environments. Organizations must cultivate transparency and open communication to clarify expectations and address

employee concerns. Implementing fair policies, investing in career development opportunities, and prioritizing employee well-being are crucial steps towards mitigating Psychological Contract Breach and its harmful consequences. Moreover, continuous dialogue and collaborative efforts between management and employees are essential to rebuild trust and strengthen the psychological contract and better psychological capital.

This research serves as a critical starting point for further exploring the delicacy of Psychological Contract Breach within the sugar industry and beyond. Future studies should search deeper into specific stressors and coping mechanisms, along with investigating the influence of individual and organizational factors on psychological well-being. By bridging the knowledge gap and developing effective interventions, we can strive towards creating work environments that promote not just productivity, but also the better mental health and well-being of all employees.

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